

REMARKS TO NAVAL RESERVE 28 APRIL 1973

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4

HIGHER EDUCATION IN THE NAVY

INTEREST TO ALL OF YOU

MIRRORS THE CHANGES AND TRENDS

WE WORK WITH MID CAREER - LCDR/CDR

BACKGROUND OF EDUCATIONAL EXPERIENCE

AUTHORITARIAN CHAIN OF COMMAND

TECHNICAL ENVIRONMENT

EDUCATIONAL EXPERIENCE

TRAINING OUT IN THE FLEET

NOT CRITICIZING

All Sources

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4

SUGGEST AS OFFICERS MOVE UP THE LADDER TO AREAS
LIKE STRATEGY AND PERSONNEL MANAGEMENT *4 OPERATION*

MUST GET OFFICERS TO RECOGNIZE THE SUBTLETIES, THE UNCERTAINTIES, THE
INEXACTNESS OF THE DECISION PROCESS

NEW CURRICULUM

START BY DISCUSSING STRATEGY

STRATEGY

DEVICE OF MILITARY HISTORY

DISSECT DECISIONS OF STRATEGISTS OF THE PAST

THUCYDIDES'

"HOW IN THE WORLD CAN THEY BE RELEVANT TO
TWENTIETH CENTURY?"

WAR BETWEEN ATHENS AND SPARTA

ANALOGIES ARE OBVIOUS - *what influenced decisions*

ISSUES OF WHETHER TO SEND A CAMPAIGN OVERSEAS,

WHETHER TO FOLLOW A MARITIME STRATEGY

GRAPPLED WITH FOR MANY YEARS

FUNDAMENTAL CONSIDERATIONS HAVE NOT CHANGED

LOOKED AT OTHER CASES OF MILITARY HISTORY

DON'T BELIEVE THAT HISTORY IS GOING TO REPEAT ITSELF

OFFICERS MUST BE ABLE TO COPE

QUESTIONS LIKE, "WHAT IS CALLED A 'MULTIPOLAR' WORLD?"

NO EASY ANSWERS

MID-CAREER OFFICER STUDENTS WHO ARE EMERGING INTO THIS WORLD
OF THE SOCIAL SCIENCES

EXPERIENCE IN INTENSE THINKING

REASONING

LOGIC

2. USING HISTORY BECAUSE UNDERSTANDING CHANGE ESSENTIAL -
WANT PREPARE STUDENTS FOR CHANGE -
THINKING PROCESS, NOT FACTUAL ABSORPTION
THINK IT OUT FOR HIMSELF
FIVE HOURS A WEEK
THOUSAND PAGES - *essay*
GIVE THEM ENOUGH LATITUDE TO EXPLORE
FORCED TO DO THE DIGGING
FUTURE THEY ARE GOING TO HAVE TO DIG
FACTS NOT LIKELY TO REMAIN SO
BUT THE PRINCIPLES AND
Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4
THE PROCESS OF THINKING AND REASONING WILL

MGMT MORE THAN EVER BEFORE MANAGERS

DECISIONS OF CHOICE - *HOW BUY NAVY TO MEET STRATEGY*

BILLION DOLLARS 5 DLGN VS 20 DE OR 2 AND 12

HOW DO WE DECIDE ON THAT MIX?

NOT AS PRECISE AS SOLVING TECHNICAL PROBLEMS-

APPROACH THESE COMPLEX PROBLEMS BY FIRST LOOKING AT, "WHAT IS

THE OBJECTIVE - *Not precise*

THEN CONTROVERSIAL FIELD OF ANALYSIS

TESTS, OR ANALYTIC TECHNIQUES, TO HELP

CAUTION THE STUDENT

MADE THE VERY BEST DECISION

CONGRESS

BUREAUCRACY

INDUSTRY

MATTER OF JUDGMENT NOT PRECISION

FEELING FOR PUBLIC OPINION:

FEELING FOR THE STATE OF INDUSTRY

WHAT ATTEMPTING TO PRODUCE IN MANAGEMENT

OFFICERS COMBINE THE TECHNIQUES OF THE PHYSICAL SCIENCES

INEXACTNESS AND APPROXIMATION

SOCIAL SCIENCES

LAST PART OF OUR CURRICULUM

TACTICS - *HOW OPERATE NAVY BOUGHT TO FULFILL STRATEGY*

METHODOLOGY OF THE SCIENTIFIC APPROACH

MATHEMATICAL ESTIMATIONS CAN BE MADE

THERE IS A HITCH OF COURSE

DO NOT KNOW WHAT NUMBERS TO PUT IN

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4

9

COMBINE THE TECHNIQUES OF PRECISE CALCULATION WITH APPROXIMATE ANALYSIS
TACTICS

IS SYSTEMATIC

ENDS UP WITH PROBABILITIES, RATHER THAN PRECISENESS

CIRCUMSTANCE A

CIRCUMSTANCE B

TEACH THE STUDENTS TO BE SYSTEMATIC AND LOGICAL

GUESSES WILL BE MORE THAN THAT

Derive tactics

Play by run

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4

IN ADDITION TO CHANGES OF CONTENT - CHANGES IN STYLE

1. TRULY DEMANDING ACADEMIC STANDARDS

LESS TRAINING - MORE EDUCATION

EQUIVALENT TO THE MASTER'S PROGRAMS

WRITTEN REPORTS AND TESTS

COMFORTABLE TRADITION

EXECUTIVES AT AGE 40 ABOVE THIS SORT OF THING

STAKES ARE TOO HIGH TO BE THAT GENTLEMANLY ANY LONGER
RISKS IN THIS NEW APPROACH

MUCH EMPHASIS ON MEASURING THEIR PERFORMANCE COULD DISTORT

LEARNING TO WINNING

RISK OF BREAKING THE SPIRIT

SECOND EMPHASIS

DELIBERATELY ATTEMPTING TO RESHAPE THE HABITS OF THINKING

AT AGE 41 IS NOT EASY

DEBATING

YOUNGER OR OLDER GROUP

WHOLE IDEA IS RISKY BUSINESS

LOSE THEIR BEARINGS IN A NEW WORLD OF UNCERTAINTY AND INEXACTNESS
WHY ACCEPTING ALL OF THESE RISKS

PROUD TO HAVE BEEN IN THE MID-CAREER EDUCATION BUSINESS SINCE 1884

WILLING TO EXPERIMENT - *change times*

WORLD OF THE MILITARY OF THE 1970'S

DEMANDS FOR HIGHER INTELLECTUAL STANDARDS

GREATER COMPETITIVENESS

WHY?

Dr. Thompson's point is that

MUST BE ABLE TO PRESENT OUR CASE IN A MORE CONVINCING MANNER
CLOSER SCRUTINY

FAILURE TO MAKE CASE COULD EVEN LEAD ~~COUNTRY~~
INTO A REPETITION OF ITS REJECTION OF MILITARY PREPAREDNESS
AS ^{IN} 1920'S AND 1930'S
MORE SERIOUS CONSEQUENCES

1. POSITION AND RESPONSIBILITIES
2. NUCLEAR WEAPONS
3. PEACE TIME BALANCE OF MILITARY FORCES

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4

INCREASED BURDEN, BUT WE IN MILITARY UNIFORM SHOULD BE PLEASED

ATTENTION AND INTEREST

HARD THINKING ANSWER OUR CRITICS

IN COMPREHENSIBLE TERMS

FORCE US NOT TO ASK FOR 2 AIRPLANES

WELCOME THIS INCREASING INTEREST

FORCING US TO DEVELOP OFFICERS WHO ARE ARTICULATE

RATIONAL THINKERS

THINK THROUGH-MILITARY PURPOSES-RATHER THAN ON CLICHES

PREPARE TO DETER THE NEXT WAR

ASK ONLY FOR HARDWARE THAT WE NEED

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4

*in order to have military power, we need to build
national power which uses history*

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4

SIZE/SHAPE MILITARY NOT FOR ME TO SAY

YOU, CITIZENS THROUGH CONGRESS

GREAT RESPONSIBILITY ON MIL

PICTURE LUCIDLY

LEST MAKE DECISION ONE SIDE EQUATION

FROM THIS MY FEELING ... MORE DEMANDING

CULTIVATING INTELLECTUAL CAPACITY

NAVAL LEADERS OF TOMORROW

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4¹⁶

EXCITED ABOUT THIS PROSPECT
MORE STIMULATING AND CHALLENGING
CONFIDENT
FIND

INTELLECTUAL LEADERSHIP

KEEP YOUR NAVY AND YOUR COUNTRY, STRONG AND SAFE!

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4

Are we confusing a recognition of the limits of our power with limits on our national interests? Because we can not by ourselves control the expansion of communism (authoritarianism) wherever it threatens friends, does not mean that we should not be interested in their fate. It may be popular to dismiss the lesson of Munich but there is some point short of our geographic frontiers at which the encroachment of a hostile (unfriendly, aggressive) power would place that power in such a position of long term advantage as to be inimical to our interests. Such encroachment need not even be geographical. It may be economic or diplomatic.

We should look to new ways, other than going it alone militarily, to protect whatever we determine our interests to be, not just
Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4
redefine those interests to match our changing power status.

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500210001-4

HIGHER EDUCATION IN THE NAVY

INTEREST TO ALL OF YOU

MIRRORS THE CHANGES AND TRENDS

WE WORK WITH MID CAREER - LCDR/CDR

BACKGROUND OF EDUCATIONAL EXPERIENCE

AUTHORITARIAN CHAIN OF COMMAND

TECHNICAL ENVIRONMENT

EDUCATIONAL EXPERIENCE

TRAINING OUT IN THE FLEET

NOT CRITICIZING

2

SUGGEST AS OFFICERS MOVE UP THE LADDER TO AREAS

LIKE STRATEGY AND PERSONNEL MANAGEMENT

MUST GET OFFICERS TO RECOGNIZE THE SUBTLETIES, THE UNCERTAINTIES, THE
INEXACTNESS OF THE DECISION PROCESS

NEW CURRICULUM

START BY DISCUSSING STRATEGY

STRATEGY

DEVICE OF MILITARY HISTORY

DISSECT DECISIONS OF STRATEGISTS OF THE PAST

LOOKED AT OTHER CASES OF MILITARY HISTORY

DON'T BELIEVE THAT HISTORY IS GOING TO REPEAT ITSELF

OFFICERS MUST BE ABLE TO COPE

QUESTIONS LIKE, "WHAT IS CALLED A 'MULTIPOLAR' WORLD?"

NO EASY ANSWERS

MID-CAREER OFFICER STUDENTS WHO ARE EMERGING INTO THIS WORLD
OF THE SOCIAL SCIENCES

EXPERIENCE IN INTENSE THINKING

REASONING

LOGIC

3

THUCYDIDES'

"HOW IN THE WORLD CAN THEY BE RELEVANT TO
TWENTIETH CENTURY?"

WAR BETWEEN ATHENS AND SPARTA

ANALOGIES ARE OBVIOUS

ISSUES OF WHETHER TO SEND A CAMPAIGN OVERSEAS,

WHETHER TO FOLLOW A MARITIME STRATEGY

GRAPPLED WITH FOR MANY YEARS

FUNDAMENTAL CONSIDERATIONS HAVE NOT CHANGED

USING HISTORY BECAUSE UNDERSTANDING CHANGE ESSENTIAL -
WANT PREPARE STUDENTS FOR CHANGE
THINKING PROCESS, NOT FACTUAL ABSORPTION
THINK IT OUT FOR HIMSELF
FIVE HOURS A WEEK
THOUSAND PAGES
GIVE THEM ENOUGH LATITUDE TO EXPLORE
FORCED TO DO THE DIGGING
FUTURE THEY ARE GOING TO HAVE TO DIG
FACTS NOT LIKELY TO REMAIN SO
BUT THE PRINCIPLES AND
THE PROCESS OF THINKING AND REASONING WILL

MGMT MORE THAN EVER BEFORE MANAGERS
DECISIONS OF CHOICE
BILLION DOLLARS 5 DLGN VS 20 DE OR 2 AND 12
HOW DO WE DECIDE ON THAT MIX?
NOT AS PRECISE AS SOLVING TECHNICAL PROBLEMS
APPROACH THESE COMPLEX PROBLEMS BY FIRST LOOKING AT, "WHAT IS
THE OBJECTIVE
THEN CONTROVERSIAL FIELD OF ANALYSIS
TESTS, OR ANALYTIC TECHNIQUES, TO HELP
CAUTION THE STUDENT
MADE THE VERY BEST DECISION

CONGRESS

WHAT ATTEMPTING TO PRODUCE IN MANAGEMENT
OFFICERS COMBINE THE TECHNIQUES OF THE PHYSICAL SCIENCES
INEXACTNESS AND APPROXIMATION
SOCIAL SCIENCES
LAST PART OF OUR CURRICULUM
TACTICS
METHODOLOGY OF THE SCIENTIFIC APPROACH
MATHEMATICAL ESTIMATIONS CAN BE MADE
THERE IS A HITCH OF COURSE
DO NOT KNOW WHAT NUMBERS TO PUT IN
WEATHER
RADARMAN

7

BUREAUCRACY
INDUSTRY
MATTER OF JUDGMENT NOT PRECISION
FEELING FOR PUBLIC OPINION:
FEELING FOR THE STATE OF INDUSTRY

COMBINE THE TECHNIQUES OF PRECISE CALCULATION WITH APPROXIMATE ANALYSIS
TACTICS

IS SYSTEMATIC

ENDS UP WITH PROBABILITIES, RATHER THAN PRECISENESS

CIRCUMSTANCE A

CIRCUMSTANCE B

TEACH THE STUDENTS TO BE SYSTEMATIC AND LOGICAL

GUESSES WILL BE MORE THAN THAT

IN ADDITION TO CHANGES OF CONTENT - CHANGES IN STYLE

1. TRULY DEMANDING ACADEMIC STANDARDS

LESS TRAINING - MORE EDUCATION

EQUIVALENT TO THE MASTER'S PROGRAMS

WRITTEN REPORTS AND TESTS

COMFORTABLE TRADITION

EXECUTIVES AT AGE 40 ABOVE THIS SORT OF THING

STAKES ARE TOO HIGH TO BE THAT GENTLEMANLY ANY LONGER

RISKS IN THIS NEW APPROACH

MUCH EMPHASIS ON MEASURING THEIR PERFORMANCE COULD DISTORT

LEARNING TO WINNING

SECOND EMPHASIS

DELIBERATELY ATTEMPTING TO RESHAPE THE HABITS OF THINKING

AT AGE 41 IS NOT EASY

DEBATING

YOUNGER OR OLDER GROUP

WHOLE IDEA IS RISKY BUSINESS

LOSE THEIR BEARINGS IN A NEW WORLD OF UNCERTAINTY AND INEXACTNESS

WHY ACCEPTING ALL OF THESE RISKS

PROUD TO HAVE BEEN IN THE MID-CAREER EDUCATION BUSINESS SINCE 1884

WILLING TO EXPERIMENT

WORLD OF THE MILITARY OF THE 1970'S

DEMANDS FOR HIGHER INTELLECTUAL STANDARDS

GREATER COMPETITIVENESS

WHY?

MUST BE ABLE TO PRESENT OUR CASE IN A MORE CONVINCING MANNER
CLOSER SCRUTINY
FAILURE TO MAKE CASE COULD EVEN LEAD
INTO A REPETITION OF ITS REJECTION OF MILITARY PREPAREDNESS
AS 1920'S AND 1930'S
MORE SERIOUS CONSEQUENCES
POSITION AND RESPONSIBILITIES
NUCLEAR WEAPONS
PEACE TIME BALANCE OF MILITARY FORCES

INCREASED BURDEN, BUT WE IN MILITARY UNIFORM SHOULD BE PLEASED
ATTENTION AND INTEREST
HARD THINKING ANSWER OUR CRITICS
IN COMPREHENSIBLE TERMS
FORCE US NOT TO ASK FOR 2 AIRPLANES
WELCOME THIS INCREASING INTEREST
FORCING US TO DEVELOP OFFICERS WHO ARE ARTICULATE
RATIONAL THINKERS
THINK THROUGH-MILITARY PURPOSES-RATHER THAN ON CLICHES
PREPARE TO DETER THE NEXT WAR
ASK ONLY FOR HARDWARE THAT WE NEED

SIZE/SHAPE MILITARY NOT FOR ME TO SAY
YOU, CITIZENS THROUGH CONGRESS
GREAT RESPONSIBILITY ON MIL
PICTURE LUCIDLY
LEST MAKE DECISION ONE SIDE EQUATION
FROM THIS MY FEELING ... MORE DEMANDING
CULTIVATING INTELLECTUAL CAPACITY
NAVAL LEADERS OF TOMORROW

EXCITED ABOUT THIS PROSPECT
MORE STIMULATING AND CHALLENGING
CONFIDENT
FIND
INTELLECTUAL LEADERSHIP
KEEP YOUR NAVY AND YOUR COUNTRY, STRONG AND SAFE!